

Federal Express Tracking #:8455 6437 2710

July 14, 2004

Mr. Lester A. Heltzer
Executive Secretary
National Labor Relations Board
1099 14th Street NW
Washington, D.C. 20570

**Re: Amicus Letter regarding Dana Corporation Ruling on Recognition and
Neutrality Agreements**

Dear Mr. Heltzer:

On behalf of Liz Claiborne, Inc., a \$4 billion dollar apparel and accessories company, I am writing in support of a meaningful card check process where the obligation to rely on a card check has been negotiated as part of a collective bargaining agreement and has been undertaken in a non-coercive manner.

Liz Claiborne, Inc. has a long-standing harmonious relationship with the Unite Union, now UNITE.HERE. We have a card check procedure in place covering specified units of workers. The use of card checks was just one agreement reached during a complex negotiation, after rigorous debate. Within the context of a contract negotiation, an employer may find it beneficial to compromise and accept use of a card check. Liz Claiborne, Inc. does not, however, support proposed legislation to mandated card checks.

The downside of a card check is the potential for manipulation. Liz Claiborne, Inc. has had success in employing card checks, and we believe our workers have had their individual rights upheld. While we have had card checks that resulted in recognition of Unite, we have also had card checks where insufficient support for the union was established. Business was not disrupted and no coercion occurred.

Moreover, card checks can help maintain stable labor relations by avoiding election campaigns that may be disruptive. In sum, where an Employer and its union reach a card check agreement under the circumstances described above, the parties should be allowed a sufficient time to reach an agreement.

Very truly yours,

Roberta Schuhalter Karp
Senior Vice President Corporate Affairs &
General Counsel

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Re: Request permission from the Board to file a letter regarding Dana Corporation

Dear Mr. Heltzer:

I hereby request permission to file an amicus letter regarding the Dana Corporation Case.

Sincerely,

Roberta Schuhalter Karp
Senior Vice President Corporate Affairs &
General Counsel